

## APPENDIX 12 – Interview Questions for Supplier Diversity Leaders

### INTERVIEWER INTRODUCTION:

Thank you for agreeing to be interviewed for NWBC's research study on women's participation in the corporate market. As you know, we are interested in learning about private sector supplier diversity programs and other initiatives that facilitate the ability of women-owned businesses to successfully gain business in the corporate market. Your participation in this interview is completely voluntary and will take no more than one hour to complete.

I want to make you aware that this study has been reviewed and approved by the federal Office of Management and Budget (OMB); without OMB's approval, the session could not be conducted.

Before we get started with the interview, do you have any questions?

1. A 2011 Institute for Supply Chain Management study said "The challenge in running the programs (Supplier Diversity Programs) that stands out most is 'finding quality suppliers' with over 70% of participants including it in the challenges. No other challenge comes close statistically..." What is your perspective on this issue?
2. What is your company's supplier diversity business case? When was the case first developed? How has it evolved over the years?
3. What is the role of the supplier diversity department? [*Interviewer: Mark all that apply.*]  

<input type="checkbox"/> Advocating	<input type="checkbox"/> Identifying diverse firms
<input type="checkbox"/> Advising	<input type="checkbox"/> Screening diverse suppliers
<input type="checkbox"/> Referring certified firms	<input type="checkbox"/> Assisting in selecting suppliers
<input type="checkbox"/> Determining corporate supplier diversity policies, procedures, and compliance	
4. How do you gain "buy-in" for supplier diversity with executive managers and buyers throughout the organization?
5. Please share one or more best practices that have yielded good results for your company.

6. Does your supplier diversity department have a strategic plan? If so, what are the top three to five objectives? How do these objectives align with/facilitate achievement of the company's strategic objectives?
7. Does your company have a second-tier program to encourage or require prime contractors to purchase goods and services from diverse suppliers? If so, is it mandatory or voluntary? How do you measure compliance?
8. Does your company have stated purchasing goals for women-owned businesses? If so, what are the goals? Does your company break down these goals by racial/ethnic/cultural demographics?
9. **[Interviewer: Ask only if the answer to number 8 is yes.]** In general, has your company met its purchasing goals for women-owned businesses? What do you think has most contributed to the success/lack of success in meeting these goals?
10. How can your company increase its use of women-owned businesses?
11. What is your single most critical concern for the success of your program for women-owned businesses?
12. How does your company select new vendors? Can you briefly describe the vetting process for new vendors?
13. What characteristics would make a potential vendor an "ideal" candidate for doing business with your company?
14. What percentage of vendors actively doing business with your company are certified WBEs or WOSBs? What percentage are small businesses owned by women but not certified?
15. In terms of race and ethnicity, how diverse are the women vendors currently doing business with your company? What processes and practices do you use to assure a racially and ethnically diverse pool of women vendors?
16. What are some of the most common characteristics shared by women-owned businesses that have succeeded in doing business with your company?
17. Are there circumstances under which your company would consider investing in innovations or assisting vendors to gain access to financing? If so, what are they?
18. What should women vendors expect when they call on your company?

- o What will they need to know or do before calling on your company?
- o On average, how long does it take before a potential vendor does business with your company?
- o Is there a template for success?
- o Is there a template for guaranteed failure?